DOCUMENT RESUME

ED 235 804 IR 050 460

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TITLE Organizing the Special Library: Why and How.
PUB DATE [79]
NOTE 37p.
PUB TYPE Guides - General (050)

EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS Cataloging; Classification; Guidelines; *Information Services; *Information Sources; Library Extension; *Library Planning; Library Technical Processes; Needs Assessment; Policy Formation; *Program Development; *Program Implementation; Recordkeeping; *Special Libraries
IDENTIFIERS Weeding (Library)

ABSTRACT

This paper describes procedures for establishing a special library in organizations where no such library previously existed. The role of the library in meeting organizational information needs and the reasons for setting up a special library are discussed. The paper then focuses on activities to be completed during a library planning process. Activities described include inventorying materials already purchased and scattered throughout the organization, analyzing proposed facilities, assessing organizational and prospective user needs, examining available information sources in relevant subject fields, developing a written statement of library purpose and objectives, researching methods of material storage and organization, determining the suitability of subject classification and cataloging systems produced by outside agencies (such as the Library of Congress and OCLC) versus systems developed in-house, and assessing sources of interlibrary loan material. Procedures for administering the library after it is established are also described, covering the areas of material selection and acquisition, weeding, library publicity and public relations, budget formulation, recordkeeping, and the collection of library statistics required for composing annual and other summary reports. (ESR)

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ORGANIZING THE SPECIAL LIBRARY

WHY AND HOW

BARBARA S. BEVERLEY

IR050460

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ORGANIZING THE SPECIAL LIBRARY: WHY AND HOW

Many volumes have been written on various aspects of libraries; however, most assume that the librarian already has an established working library. That is not always true. More and more organizations are realizing that they cannot easily find, or find at all, answers to vital questions. Often they know the answers are available somewhere but do not know where. They need a coordinator of information in a centralized, easily accessible location, i.e. a special librarian in a special library of their own.

Many executives and administrators do not understand the purpose of the special library and have no idea of what it can do for them. They do not realize that it often bears only a slight resemblance to the familiar public library or that whereas a public library supplies information materials, such as books and periodicals, a special library supplies the information itself. Instead of helping the user locate the information himself, the special librarian finds it and gives it directly to the user who may never even see the source of that information. If searching, even extensive research, is required, the librarian often does it. The prime purpose of the special library is to find the answer for the user; it is a service unit of its organization. All its other functions merely support this.

It has been said that "information is a tool in business just as surely as a lathe is a tool."[1] The remark applies equally well to

other fields besides business. The main function of the special library is to

> provide the ... materials and services designed to meet the information requirements of the library's clientele in fields pertinent to the purposes and work of the organization. ...[I]t acquires materials and information for the organization's current and future needs ...[and organizes them] for the most effective use by the library's clientele and staff.[2]

It is designed to fill the particular requirements of the organization's employees and to obtain the information they need from any source, be it other libraries, government agencies or any other useful source. Due to the information explosion, a good, active, forward-looking technical library is a matter of survival for many scientists and engineers."[3] The same is true for the most sizeable organizations. In the opinion of Shaw, using the library is the same thing as talking to the experts.

> [L]ibraries ... are collections of canned experts. They can provide more experts and keep them available longer than any other known device. ... The great advantages which the library has over the telephone or letters in consulting these experts is that it can give the user access to experts of all times and all places and for all times and all places. Furthermore, we can bring together these canned experts so that we can give contemplative and comparative consideration to their opinions and judgements ...[4]

The library's job, then, is to locate the "canned experts," collect them, organize the content of their messages, and deliver to the user the ones he needs to consult even though he does not necessarily know which ones he wants or what he wants to find out.[5]

But, does an organization really need a library? A recent

study at the National Institutes of Health determined that on the average industry and research spent over $50,000 per year on the physical support of their scientists. Less than one tenth of that amount is spent on library and bibliographic services.[6] The result is that the scientists spend much less time on research than they could and much more time searching for needed materials. The scientist doing his own searching may or may not find it, "but it is fairly certain he will not find everything that is pertinent to his particular inquiry".[7] The more material there is, the harder it is to locate specific information, and the amount of information doubles every sixteen years.[8] Without reference services, the scientist or other user has several alternatives, all of them more or less time-consuming and often unsuccessful. He may do his own searching, send an assistant, question his colleagues to see if someone else has the information, or do without, in which case he runs the risk of duplicating work already done.

The special librarian, a specialist in the organization of information, serves as a "research memory," a "respository of the sources of information that his company or organization might be expected to explore."[9] He determines the users' needs and meets them by making documents "easily access[ible] readily available, and immediately useful."[10] According to I.E.L. Farradine, "[t]he finding of one valuable item of information could more than repay the remainder of the year's work on more routine inquiries."[11] Some libraries even assign to each research team an information scientist whose "whole job is to master and critically evaluate the mass of pertinent literature ..."[12]

The costs saved by maintaining a library can be enormous. Duplicate research may be avoided and research time may be shortened. Library research is less expensive than laboratory research.[13] Having a library with a trained librarian eliminates sending untrained junior executives or secretaries to spend time traveling to a library to look up something, especially when they usually have to do it by the hit or miss method. Coordinating the purchasing of material with the library facilitates ordering since the librarian is familiar with publishers, dealers, finding aids, and media. Ordering duplicate material is less likely. The librarian's acquaintance with alternate sources of information insures that pertinent material such as legislation, trade agreements, tax data, Supreme Court decisions, labor agreements, etc. are not overlooked. Often she can obtain free material simply because she watches for it and knows where to look.

Other services the library may supply also cut wasted effort. It may become the central depository for the organization's reports and publications. Current awareness and abstracting services and announcements of new acquisitions keep users aware of new books, journal articles, and other documents they might not otherwise have known about.

The major role of the special librarian is to meet the information needs of the entire organization. Besides knowing the sources of information and how to organize material, she must know how to appraise and use it. She must be constantly alert for new sources of

information within and without the organization.[14] To communicate that information she must:--

> establish and maintain liason with other department and division managers, ... ascertain needs and evaluate trends, and ... direct the work of the library so that it meets current needs and is prepared for changes in direction before they occur.[15]

Frequently a small company or other organization becomes convinced that it does need a library of its own, hires a librarian, shows her an empty office, and expects her to start answering questions. To save money, the librarian is new, often just graduated, and not completely sure where to begin.

Special libraries, though part of unique organizations with unique concerns, are basically alike. They are libraries, they search for answers, they need to organize their materials, and they must perform various maintenance and housekeeping tasks. To establish and maintain any library, regardless of whether it is public or special, general or subject oriented, these basic tasks remain the same. However, they cannot be undertaken successfully until the librarian becomes knowledgeable about the organization and the prospective users. Many books and articles have been written on current awareness services, computerized reference, selection policies, and any number of other important library functions. For the librarian who starts from scratch, however, very little has been published. What has been written on the subject has been in bits and pieces with little attempt at an comprehensive, step-by-step analysis.[16]

Before the collection can be organized, classified, circulated, or added to and weeded out, one must ascertain what is in it.

Available materials must be located, assessed, and gathered together. Generally, even if a library was begun under a secretary or other assistant, few of the vital materials are together. What materials there are are usually widely scattered throughout the organization. Because they are not centrally stored, they are difficult to locate and consult. Frequently employees are not even aware that they exist or that their organization owns them.[17]

All company-purchased materials must be inventoried, and, if they are not being used frequently where they are located, should be brought to the library.[18] The library does not have to physically impound any and all items just to store them, however. What is vital is to know that they are owned and where they are. Indeed, the special librarian should "insure that informational materials remain where they are most needed and where they will be most used, i.e. in people's offices, laboratories, etc."[19] Periodical subscriptions paid for by the organization should be thoughtfully considered during inventory. It may be possible to consolidate them, cutting down the number of duplicate subscriptions and routing individual journal copies. Some subscriptions may be found to be outside the interests of the organization and ought to be dropped. Later it may be possible to inventory personal copies of worthwhile books and journal subscriptions as well as transactions of professional societies. Although these certainly are the property of the individuals who pay for them, the knowledge that someone has them may be very useful.

The next step in establishing the library is to analyze the facilities proposed for it. Since equipment will have to be ordered

and will take a while to arrive, this should be done fairly soon, it being far easier to organize than to reorganize. Usually a new library takes what it gets, the librarian having little say in the decision. One would hope that the facilities would be centrally located in the organization or department that will use it and that the lighting, heating, and other necessities are installed. This is most often the case since the library usually receives someone's outgrown office.

Randall suggests mapping out the facilities on quarter-inch graph paper. Doors and the direction in which they open, windows, and anything that breaks up an area, such as baseboard heaters and moldings should be noted. He further advises that one measure the actual dimensions of walls, doorways and windows since blueprints are not always as accurate as they ought to be.[20] The space needed for each work area, including librarian's office, cataloging, receiving, ordering, and binding, should be laid out.[21] The work flow should be so planned that materials move from place to place directly without repeated or unnecessary stops, from receipt to shelf. Sufficient room must be allowed for bound periodicals, current periodicals, and monographs as well as for company reports and patent files and microform storage if such items are in the collection, and for the card catalog.

To allow for future expansion, the librarian should start in the present by determining what has to be done immediately, in one year, in two, five, ten. Since book holdings usually double every seven years and periodicals add an average of seven feed of shelf space per

title per year, [22] space should be allowed for at least a five year growth in order that the library will not be overcrowded. It is likely that new equipment, such as microform readers, computer terminals, or tables and chairs will be needed, space for them should also be allowed. It probably would pay to slightly overestimate the amount of space needed; however, obvious spaciousness should not be flaunted or the library may lose its "luxurious quarters". For estimating space requirements, Randall, Weiner, Smith and Rockwell give particularly helpful statistics, such as the footage required for storing books, bound and unbound periodicals, the weight and number of volumes standard steel shelving will hold, and the minimum space required per user for office equipment.[23] The same time the inventory of the collection is being made is a good time for taking stock of available office supplies and ordering what is needed.[24]

The next step, perhaps the most vital of all, is to assess the needs of the organization and the prospective users. Strieby considers that the new special librarian ought to obtain first:--

> A clear picture of the [organization's]... structure in order to identify [her] efforts with its main objectives; second, to gain thorough understanding of [organizational], policies in order to operate within, and never in conflict with, them; and third, to establish harmonious relationships ...[25]

The librarian should investigate how the needs of the organization and its users have been met in the past by studying what the organization does, what kind of information it needs, where it has been obtaining information, and how it uses it. First, she must learn as much about the organization and its purpose as she can. She needs to determine what

type of organization it is, its size, its internal and external policies and operations, the names, functions, and requirements of its officers, its products and services, its competitors, its relative position in its field, how it is set up, and what part the library is expected to play. Most of this information may be obtained by reading all annual reports from the current back to the first, if possible. Company promotional literature contains vast amounts of data on products, services, views and policies on trends, relations with employees, etc. By making a point of getting on all distribution lists for company informational materials, including research and progress reports, catalogs, advertisements, and committee meeting minutes, she can quickly become thoroughly familiar with it, and the more familiar with it she is, the better able she will be to serve it.

Having completed this study, the librarian ought next to examine the primary subject areas with which the organization is concerned and with which the library must be, as well as related areas. She should learn as much about them as she can, including the main information sources for printed and non-print documents, and for governmental, trade and other association materials, the names of core journals, terminology, and the names of subject specialists, both within and without the organization, who might be able to supply elusive data.

Analyzing the information sources the organization has already and determining those sources actually used will reveal both strengths and weaknesses in the collection. While doing this one should keep a

very open mind concerning other forms of information and data. Almost all organizations can use and may badly need data on current changes in local, state, and federal regulations related to their fields. Local information, from names of members of the Rotary Club to city zoning ordinances, is valuable. Trends and statistics and other kinds of business data are of use in planning for the future. Information revealing how the organization's work relates to what other groups are doing in the same or related areas is very important.

To assist the people who use the library, the librarian must understand their particular needs which, while derived from those of the organization, are more narrow and specific. A chart of the management structure clarifies who is likely to want what kind of information and in what areas. To improve knowledge of user needs, a file on department heads and other executives with their information requirements may be useful. Later on this file may be the basis for a user-profile for selective dissemination of information. In order to ascertain what users want and need, the librarian must talk to them wherever they may be found, in the office, in the cafeteria, even in the halls. In addition to determining their needs, one ought to attempt to discover what they expect the library to do for the organization and for them. If most of the prospective users are highly educated people, for example, then it is unlikely that the library requires elementary textbooks. Material selection depends primarily on who the ultimate consumer of the information is.

It may be appropriate to make appointments for some in-depth

interviews. Questions to be asked might include the following: Do they feel they have good access to the most useful professional publications in their fields? How do they become aware of competiors' new products or services? How do they learn about new areas of investigation? How do they usually obtain their information? What kind of useful information do they not now obtain? What services would they like the library to provide?[26] It must be remembered, however, that many users do not know what they will need until they need it, and then they want it immediately and not in a month. They often are not aware of many information services and sources even in their own fields. It is the job of the librarian to understand and anticipate their requirements not merely to respond to requests.

At this point, and still before ordering any thing except the most obviously necessary items, the librarian ought to evaluate what she has learned about the organization and the users in order to formulate objectives for the library. Although this may appear to be an unrewarding process better suited to spare time brooding, developing objectives is basic to all planning. Without stated objectives it is likely that materials may be purchased that do not really belong in the collection, either because of users' persuasive arguments or because of an unrealistic interpretation on the part of the librarian. Concrete objectives help avoid this mistake.

It is helpful to analyze the library's position within the organization. Ideally it is a separate and responsible entity directly in contact with, and a part of, management with the librarian

taking part in decision-making and planning. Seldom is this ideal achieved, and certainly not at the start. Even the librarian of an embryo library, however, should be close enough to management to be informed about the current plans and problems of each department and of the organization as a whole so she may understand and anticipate its information requirements. She ought to be present at planning meetings to allow her to collect pertinent materials before they are needed. If the librarian only learns about these things haphazardly, she cannot possibly meet information needs fully and successfully. Effective communication in both directions is vital.[27]

Once it is clear how and where the library fits in, it is appropriate to make a written statement of the purpose and objectives. The first, and perhaps the most important fact to remember and to make clear to users is that the library exists to meet their needs, not to meet the needs of the books or of the librarian. The goals of the organization are the library's goals; full cooperation with its programs by the library is absolutely necessary. Standard library practice and other library concerns, staff interests and convenience, are secondary. What fits the particular library's needs and allows it to meet its goals best is the primary concern. The librarian should concentrate on service and do housekeeping tasks as time permits. Library systems and procedures should be examined frequently to be sure they are consistent with the main goals and purposes of the organization. Over-restriction in circulation policies or in access to or use of the library, for example, defeats the whole purpose.

To assist in determining the scope of library operations and services it is expected to provide, a library committee composed of the librarian and members of the various departments may be set up. Besides participating in developing objectives, the committee also is a source of information on organizational goals and an aid in establishing solid relations with departments. For these reasons committee members ought to be responsible, influential individuals who can make decisions and see that they are carried out, not secretaries or file clerks. The committee can assist in many ways, going as far as the librarian desires; the more the committee is brought into library concerns, the more likely the librarian will be made part of organizational plans.

In general, classification and cataloging are very important to libraries.[28] However, in a small special library they are not as necessary, at least at first, as they are in larger ones. Organizing books on the shelf alphabetically by author and periodicals alphabetically by title is probably adequate. Since most special libraries do not have a large number of books, if it is decided to classify them and arrange them on the shelf by number later, it will not be difficult. What is important is to have a record of all the holdings, and of their locations if they are not retained in the library, in order that they may be found when desired and that duplicate copies are not ordered.

Periodicals are best shelved separately in their own area, preferably with current copies on display. Some shelving units display current copies and store past issues under a lift-up top. Reports

probably will be filed by number or possibly by author. For material not easily shelved, such as newspaper clippings, pamphlets, reprints of journal articles, and flimsy or non-standard-sized materials, a vertical file is handy and prevents loss. They may also be stored in pamphlet boxes and shelved with books on the same subject. It is helpful to keep a small area for display of newly acquired items.

If the library remains small, it may never be necessary to classify materials at all. As for the card catalog, filing a work under the author, title and one or two broad subject headings should be adequate for most works, including books, reports and proceedings. Catalog cards for reports and proceedings may be filed in a separate catalog or interfiled in one main catalog. More important than in-depth cataloging or classification is speed and accuracy of data. It is probably unnecessary to be overconcerned with obtaining the dates of birth and death of an author, or a full middle name instead of an initial. Some imprint data, also, such as pagination, may be eliminated without adverse consequences.

Many libraries purchase full sets of Library of Congress printed cards for documents for which they are available. For a special library concerned with very current, in-depth data in a limited field, L.C. cards may not be as practical as self-made ones or O.C.L.C. computer printed cards. Many special librarians have found that L.C. cards are too slow, unavailable for many of their materials, and use subject headings which are too broad or too narrow for the individual collection.[29] O.C.L.C., a computerized shared cataloging system which

includes many special libraries, has overcome most of these problems; however, its cost may be prohibitive for the small library. The best solution at the start is probably the do-it-yourself system, perhaps investigating L.C. cards as they may relate to the individual collection. With the help of an authority file such as the "Authority File for Federal Government Authors" in Callahan's "Resource Center Guide",[30] to insure that all publications of one agency are filed together in the catalog under one name, and one's own name authority file for non-government, corporate entries, the librarian can do a satisfactory job of cataloging her own material.

There are some excellent advantages in using the Library of Congress classification system, and, if it becomes necessary to classify materials, it should be studied before one considers using another system or designing her own.[31] First, the L.C. system was originally intended for research materials and many, if not most, special and research libraries use it; consequently, the special librarian may conveniently exchange aids, such as classified lists, with other libraries.[32] It is flexible and can be adaptable to special situations and cataloging information can be purchased in several forms. Under the shared cataloging program, data is available for most books published commercially in the United States and for many government publications and foreign books.

Fairly soon, if not at the beginning, if useful materials are not to be lost to all those not already aware of them, it will become necessary to provide some form of subject access, even if the librarian decides not to classify. Many books, for example, deal with more

more than one subject, but they can only be shelved in one place. Multiple access points are needed. Shelf location is chosen by what works best for the user, with cross-references in the card catalog. L.C.'s system of subject headings should be investigated even if its classification is not used. Some of the advantages for using it are the same as thos for L.C. classification, i.e. it is intended for research material, used by many special libraries, flexible, and easily available. If L.C.'s list of subject headings is unfeasible, an appropriate one must be developed. Thesauri of subject areas treated in the collection and advice from users are the most reliable sources. If a special subject thesaurus is available that fits the contents of the collection well, it is best to use it. Regardless of the source of the subject heading list, it ought to be circulated among the potential users for their advice and suggestions to be certain it is broad and current enough, accurate, and appropriate for their needs. They may have certain preferred terms that ought to be used. The library should keep its own subject authority file with all cross references and used terms carefully noted. Baker feels that a master subject heading list compiled specifically for users, is the key to the collection.[33] The librarian must know what users want and what terms they will use to locate it and so gear the subject headings and classification.

Subjects and locations of materials other than books should be noted in the card catalog. The materials themselves may be shelved or stored in vertical files either alphabetically by subject or, as Callahan recommends, in the same order that books are arranged.[34]

Important items should be cataloged. Current periodicals on peripheral subjects for which the library does not have an indexing or abstracting service should be indexed. Though index cards may be filed separately, it is preferable to interfile them, in the regular card catalog.[35] Any form, books, reports, proceedings, periodicals, etc, containing information particularly relevant to the organizations's interests and activities requires detailed analysis on the catalog cards.

The final step to be taken before beginning any major ordering is assessing sources available for inter-library loan. Most special libraries are adequately supplied to meet their most common information requirements, but because of their small size and emphasis on current data, often in fields of rapid change, they are unable to collect in peripheral areas and depend on the enthusiastic cooperation of other libraries, public as well as special. In order to determine how nearby libraries can help, the librarian should consider visiting them to survey their collections and determine their strengths and weaknesses and how her own library fits in. If there are other special libraries in the area, including college and university libraries, meeting their subject specialists opens a valuable resource, particularly if the new librarian is not a specialist herself. One can also examine how the other libraries are set up and operating for ideas. Public libraries have materials the special library might need infrequently, such as certain telephone books, or may collect in the same area. For each library one must learn the policies for inter-library loan, telephone reference, and use of copying facilities and make arrangements.[36]

Having finally researched all resources in the organization and nearby, the librarian should have a good idea of what materials are necessary and which are readily available. She should now begin to select and order. It is very tempting to want to have everything available that a user could possibly want; however, many seemingly useful materials may seldom or never be called for. Ordering materials in advance rather than concentrating on filling requests when they are made is all too easy. When these often expensive materials become outdated, the librarian may hesitate to discard them because of the high original cost. If, however, she waits until items are requested, she then has a choice of ordering or using an alternate source. It is her job to learn where the materials are to be found and how to obtain them when they are needed. That is not to say that after several requests for information from the same source, she should not order it. There is a fine line between situations when one should anticipate requests and when one should wait for them to be made. Experience in the requirements of the particular organization is the only way to discover the boundaries of that line for the particular library.

As to what kinds of material are necessary, there are a few general remarks that include almost any special library. Most of the items needed will be current such as are found in journal literature. Since more and more relationships are being developed between disciplines, interdisciplinary and review literature is valuable. Coverage of such material probably will have to be done by the librarian who will call pertinent information to the

attention of the people most likely to be interested. The greatest problem in communication is learning of the existence of relevant material, not obtaining it.[37] To keep current on informational needs, the librarian should remain in active communication with all departments. Advice and evaluation of materials by users is invaluable and should be actively solicited. Strable sums up the functions of a special librarian as selecting and organizing materials so as to make them available to meet specific needs; insuring that all worthwhile materials are purchased; helping employees keep current in their own field; purchasing needed materials so that employees do not have to; saving time and money in searching for information by making sure the information is available when needed; and insuring that a professional searches for data, not an inexperienced secretary or junior executive.[38] Other sources for assistance in selecting material for the library include book reviews in professional and technical journals publishers' brochures and catalogs, trade papers, bibliographies, Publishers Weekly, Books in Print, The Monthly Catalog of United States Government Publications, and suggestions from users.[39] The local union list of periodicals may suggest journals to order or drop.

A special library selects materials by quality, not quantity. It usually has a minimum of one hundred to two hundred books and thirty to fifty current periodical subscriptions. It should also have an unabridged dictionary, a general reference encyclopedia, "Who's Who" directories for appropriate areas, industrial directories such as foreign language, special subjects, trade names, etc.[40]

Core journals in the fields of interest are probably the most important part of the collection. Indexing and abstracting services, review journals and current awareness services, and other bibliographic tools are valuable. Elementary texts and leisure time reading, though held in some special libraries, are more in the realm of the public library.

As an example of the diverse nature of special library services needed to be supported by the collection William P. Schlaub, senior consultant, ARCO Petroleum Products Company, in an interview listed the varying uses of material he requests from his library. Among his activities he listed preparing speeches, conference contents, and submissions to government. Types of searches made for him included progress letters on company concerns written by company executives, speeches by company executives and non-company people, conference content in areas related to company interests, reports of legislation, and government publications in areas of company interest.[41] One obviously must remember that fine line yet must be able to obtain much diverse data quickly.

Some basic considerations concerning selection policies are whether the item will complement or duplicate documents already in the collection, whether it will be of real value to users, or whether the money could be spent better another way.[42] To determine the value of an item, one must weigh its currency, the reputations of the author and the publisher, whether the contents are within the organization's subject interests, whether the same information could be obtained cheaper some where else, and whether the item is likely to be used frequently.

Since circulation processes are discussed in almost every library-related article or book, it is not necessary to say much about them here.[43] For a small special library, the simpler the procedure, the better it is likely to work. Circulation cards may be filed alphabetically in one alphabet instead of by date due and fines probably are not necessary unless the organization dictates otherwise. It is the optimum use of material that is important, not having the material comfortably stored on the shelf in the library. For single articles one might encourage photocopying, especially from bound journals where borrowing one volume means removing an entire year from the library. Otherwise, it is not really necessary to fuss about where a document is as long as there is a record of its location and the librarian knows how to get it when required.

One of the most difficult jobs of a librarian is weeding. The space is needed, the item has not been used in a long while, but unless it specifically has been replaced by a more current edition, the librarian may be nervous about removing it for good. This feeling is sometimes substantiated by having a request come in for an item shortly after it has been disposed of. However, weeding must be done. Randall suggests that the first and easiest item to discard is reports. Since they are published quickly and informally to report new information, they are quickly outdated. Any important information in them of permanent value will be reprinted in a journal or book.[44] Many, those of NTIS for example, cost more to store than to reorder. Reports of one's own organization are exceptions and should be retained, preferably bound, for the archives.

Basic criteria for weeding books are almost exactly the same as for selection, i.e. value to the collection and reputation of the author and publisher. Unless they are classics, by authorities in the field, unique, or basic reference works, books over five years old are prime candidates for discarding. Other criteria are:--

> expert opinion regarding the importance of the ... [item]to the subject area; subject content ... (interdisciplinary approach or highly specialized topic that may be covered or duplicated in more extensive studies); ... language ...; publication date; circulation record.[45]

Of these the most indicative of value are expert opinion and circulation record. Here is another way in which an established library committee may be of assistance; if the members cannot provide expert opinion on the worth of a book, they will know who can. The circulation record, however, may be sufficient for most decisions. Several studies have shown that the circulation record and the date of publication usually agree with expert opinion on the value of the book.[46] Although use of the book in the library does not appear in the circulation record, these same studies have shown that use of the book in the library usually corresponds to use out of the library, with the latter most often being higher.[47]

A book's rate of circulation is usually the highest during the first year; it then drops rapidly, especially for scientific and technical works. "[It] has been found consistently that the annual usage of books declines with age in a negative exponential pattern."[48] If a book has not circulated in two years, it probably should be discarded, especially if it is easily available elsewhere. The library committee

may be requested to consider questionable items, if only to confirm a new librarian's decision. If there is still doubt, an item may be put in storage for a year or two to see if its absence is felt. Ordinarily the circulation record, then, is a trustworthy criterion of value.[49]

Journals, unless of purely current interest or peripheral to the interests of the organization, are usually too useful to discard immediately. Most libraries keep back copies of non-core journals two to three years, as these issues are the ones most frequently called for. After this any interesting or useful articles may be clipped, photocopied, or microfilmed and filed with clippings or pamphlet material and the rest of the issue thrown away. Core journals will be kept indefinitely.

Necessary aspects of running a library, especially a new one, are publicity and public relations within the organization. If employees are only vaguely aware of the library's existence, they are not likely to take the time to explore its facilities until dire need drives them to it. In the meantime they will lack the many services their library could provide them. Library services should be merchandized in as many ways as the librarian can conceive. The library and its librarian ought to be seen and heard, and as soon as she feels able and competent, the librarian ought to accept a variety of jobs and functions within the organization. Management committees, educational exhibits in the library, contributions to the house organ, all bring the library to the attention of prospective users. Talks

at meetings on equipment and services, newsletters, guides to the collection, lists of new acquisitions, and open house are other ways to make the library more visible. Pouting periodicals and publishing clippings and abstracts of articles of general interest to the whole organization in a bulletin make evident the library's interest and ability to participate in more than custody of books. Sending articles and books of particular interest to individuals who may not have seen them envinces the library's concern for the success of employees. Keeping records and statistics on reference questions, material on loan, users and any other facts likely to bolster the library image are valuable in two ways. First, when they are summarized and communicated in the house organ or library newsletter, they show that the library is being used and may suggest to others how it may help them. Second, the facts and figures are necessary for the annual report.

The initial budget for a new library is difficult to predict. Inflation aside, since each library is unique, there can be no one list of items to be purchased. The budget must include space. including depreciation, property taxes, repairs, building services, electricity, and heating; salaries and benefits for professional and clerical staff; supplies and furnishings; books and periodical subscriptions; postage; and photocopying. It may also include travel expenses,computer use,and contributions to and memberships in professional associations. Salaries run from 65% to 80% of the budget; several thousand dollars for books and more than that for periodical subscriptions is minimal. Sharp estimated in 1962 that

ten thousand dollars was the minimum required to set up a small library and pay for salaries, space, maintenance, books, periodicals and equipment. About three thousand dollars per year would be needed to replace out of date materials, renew subscriptions and society memberships, bind periodicals, and pay for postage and telephone calls; this figure does not include salaries, cost of space, interest on investment, and maintenance.[50] Weiner breaks down the budget as follows:

Salaries (professional and clerical)	70%
Books, periodical subscriptions, documents	25%
Operating expenses	2%
Binding, mending, photocopying	2%
Professional association membership, travel	1%[51]

Hyde and Strable estimate that in large research and industrial firms, two to three percent of the research budget is allotted to maintain the library, and in some the figure may be as much as ten to twelve percent.[52] The average cost of a science or engineering book was forty dollars.[53] The cost of selecting, ordering, cataloging, preparing, and storing a book and its cards costs three to four times its price.[54] With the rapid rise of inflation over the last decade, the cost to set up a new library could run several times Sharp's figures.[55]

Keeping records and statistics is a basic task of any department. In order to write annual reports, plan future budgets, or plan for expansion or a move, one must have facts on which to base predictions and requests. Simply recording all expenses for the first few months gives one some basis for planning the next year's

budget. Carefully kept records with accurate justification for all expenditures should be almost a daily concern. Statistics to be kept include business telephone calls, interlibrary loan requests by and to one's library, photocopying requests, microform usage, reference questions, circulation figures, and collection growth. A large increase in any statistic is a signal that changes ought to be made. For example, statistics on the periods of greatest library use by employees are important in planning the hours of operating and staffing. Data on the current year's costs for periodicals, standing orders, monographs, microfilms, computer use, supplies, and salaries are necessary in budget planning, as are also figures on other materials, services, equipment, furniture needed, or information on expected price increases. Data for justifying expenditures and predicting increases are vital.[56]

Generally, each department in an organization must make an annual report on its activities and plans. For the library, the report will detail the size of the collection, its activity statistics, and its present and upcoming budget. The number of book titles and the number of volumes in the collection and the number of journal subscriptions and bound and unbound periodicals indicate the size of the collection. An analysis of strengths and weaknesses and plans to correct and augment it are appropriate.

Activity statistics, "changes in ...[the above figures]from year to year, indicate growth in services and change in emphasis, or effectiveness, of activities."[57] One can compare these statistics to the figures for staff and budget to predict future needs.

Activity statistics also include the number of books bought or withdrawn and journal subscriptions added and dropped, for acquisitions; the number of books cataloged; the number of borrowers (Compared to the number of employees this figure gives an idea of what percentage the library serves and where the gaps are), the number of books and journals loaned (A low figure indicates a need for improved public relations and/or selection), the number of inter-library loans requested, and the type of material borrowed (may indicate subject areas where the collection ought to be improved), for circulation: and the number of ready reference questions answered and the number and subject of bibliographies compiled, for reference. Significance of the data should be explained.

Budget facts also appear in the annual report. The total budget for the year, specific expenditures, such as salaries, book purchases, journal subscriptions, back files of journals, audio-visuals and microform equipment and supplies, and the total surplus or deficit are major aspects of the report. Itemized major equipment purchases also must be included as well as descriptions of special projects. Both budget and annual reports should be kept on file for several years for reference and public relations use.

Several library services have already been mentioned, among them routing periodicals, publishing periodic lists of new acquisitions, and sending memos or abstracts to individuals concerning

material that might interest them. The library should plan an active role in conveying information from the source to the user, in making the user immediately aware of relevant data. In so doing it serves as an "intelligence unit", rather than merely a collection of reference sources.[58] To accomplish this the librarian must examine all items intelligently and imaginatively as sources of useful information. A literature search when a new project is contemplated resulting in an evaluative bibliography or report may save an organization from duplicating work already done. A special index, the provision of, or arrangement for, translations, and selective dissemination of information are other ways in which the library may assist its parent organization.[59] Only the librarian is aware of the wealth of information and services that are available to a knowledgeable and interested user. A major part of her job is to eduate others in the use of information. Only in that will she really be doing her job.

FOOTNOTES

1. Shirley Echelman, "Libraries Are Businesses, Too!," Special Libraries, 65(10-11):413, October - November, 1974

2. Special Libraries Association, "Objectives and Standards for Special Libraries," Special Libraries, 55(10):672, December, 1964

3. Giuliana Lavendel, "Special Libraries," Chemical and Engineering News, 55(16):34, April 18, 1977.

4. Ralph R. Shaw, "The Function of a Modern Special Library," Research Management, 5(6):487, 1972

5. Shaw, p. 488. 6. Ibid.

7. W. E. Jorgensen and I. G. Carlson, "Building an Effective Technical Library," Science, 112:737, December 22, 1950

8. Louise Lefebvre, "The Special Library: What It Is and What It Can Do for Business and Industry," Readings in Special Librarianship, Harold S. Sharp, editor (New York: The Scarecrow Press, 1963), p. 62

9. Lefebvre, p. 60.

10. Susan Callahan, et al., "Resource Center Guide" (Cambridge, Massachusetts, 1976: ERIC ED 146 888), p. 7.

11. Lefebvre, p. 63.

12. Edward G. Strable (editor), Special Libraries: A Guide for Management (New York: Special Libraries Association, 1975), p. 57 Citing Francis Bello, "How to Cope with Information," Fortune, 62(3):165-166, September, 1960.

13. Harold S. Sharp (editor), "Introduction", Readings in Special Librarianship (New York: The Scarecrow Press, 1963), p. 13.

14. Marian C. Manley, "The Special Library Profession and What It Offers," The Special Library Profession and What It Offers: Surveys of Fifteen Fields, Marian C. Manley (comp.) (New York: Special Libraries Association, 1938), pp. 182-183.

15. Echelman, p. 409.

16. One guide is Eva Louise Fisher, A Checklist for the Organization, Operation, and Evaluation of a Company Library, (New York: Special Libraries Association, 1960). Fisher outlines basic steps with suggested reading for each.

17. Charles E. Carpenter, "Off the President's Bat," Special Libraries, 12(4):63, April, 1921

18. Betty H. Weiner, "Special Libraries; Planning and Operation. Preliminary Draft" (ERIC, 1971; ED 061 982), pp. 9-14, presents an excellent, detailed procedure for inventorying materials not housed in the library.

19. Suellen Fortine, "Espey, Huston and Associates Technical Library" (ERIC, 1978; ED 157 552), p. 9.

20. Gordon E. Randall, "Space Utilization in a Special Library: Making Do with What You Get", Planning the Special Library, Ellis Mount, editor (New York: Special Libraries Association, 1972), p. 8.

21. In a small, one-person library, several of the tasks will no doubt be performed in the same place.

22. Weiner, p. 7. Estimates are for technical libraries.

23. Randall, p. 7; Weiner, pp. 7-8; Jeanette Sledge Rockwell and Jean E. Flegal, "A Checklist with Guidelines for Library Planning", Planning the Special Library, Ellis Mount, editor Special Library Monographs No. 4; New York: Special Libraries Association, 1972), p. 71; James O. Smith, "Planning the Law Firm Library", Mount, pp. 56-57

24. For lists of office equipment, see "Can a Company Library Save: Money? Time? Work?", Readings in Special Librianship, Harold S. Sharp, editor (New York: The Scarecrow Press, 1963), p. 30-31 and Weiner, p. 24. For library supply firms, see Weiner, p. 31.

25. Irene Strieby, "Organization Relations of Special Librarians", Library Trends, 1(2):175, October, 1952

26. Weiner, p. 14

27. See Echelman; Irene M. Strieby, "Looking Around the Company Library," Readings in Special Librarianship, Harold S. Sharp, editor (New York: The Scarecrow Press, 1963), pp. 35-47; Samuel Sass, "Industrial Libraries Come of Age," Readings in Special Librarianship, pp. 48-57.

28. A good basic list of cataloging and classification materials appears in Callahan, p. 53.

29. Barbara Felicetti, Director, Informatics, in an interview, October 3, 1979.

30. Callahan, p. 49.

31. For a brief discussion of considerations in designing an original classification system see Weiner, pp. 14-17. The Special Libraries Association has information on systems currently in use in special libraries.

32. Weiner, p. 11.

33. M. O. Baker, "Metallurgical Library Pays Its Own Way," Readings in Special Librarianship, Harold S. Sharp, editor (New York: The Scarecrow Press, 1963), p. 73

34. Callahan, p. 97.

35. Caution - too many separate files can lead to some media being overlooked.

36. See American Library Association, Interlibrary Loan Manual (New York: American Library Association)

37. Olivia Opello and Lindsay Murdock, "Acquisitions Overkill In Science Collections - And An Alternative," College and Research Libraries, 37(5):453, September, 1976. Although the quotation refers to science, it is also true of other fields.

38. Strable, pp. 43-44.

39. Callahan, pp. 45-48 has a bibliography of sources for selecting government and audio-visual materials.

40. For lists of basic reference books for the special library see Weiner, p. 21 and William Hyde, "Building an Engineering Library," Readings in Special Librarianship, Harold S. Sharp, editor (New York: The Scarecrow Press, 1963), pp. 103-109.

41. William P. Schlarb, interview in The Information Manager, 1(5):15, July/August, 1979.

42. Callahan, p. 44.

43. For a basic list of circulation supplies see Callahan, p. 54.

44. Randall, p. 10. 45. Opello, p. 453. 46. Ibid.

47. Ibid.

48. Ibid., citing Michael Buckland, Book Availability and the Library User (New York: Pergamon, 1975), p. 12.

49. Randall feels circulation activity is not infallible and that the best approach is advice from a subject expert. Randall, p. 10.

50. Sharp, pp. 14-15. 51. Weiner, p. 21.

52. Hyde, p. 97; Strable, pp. 56-59.

53. Jean Northcott, Supervisor, Library Services, Chemical Division, Allied Chemical Corp., letter, August 16, 1979.

54. Opello, p. 453

55. In 1974, for example, the average price of a science book was $20.83, a 73% increase over 1967-1969 figures. Opello, p. 453.

56. Echelman, pp. 412-414.

57. Anne Cramer, Hospital Library Administration (Salt Lake City, Utah, 1971; ERIC ED 142 223), pp. 20-21.

58. Sass, p. 49.

59. For other services see Special Libraries Association, "Objectives and Standards for Special Libraries," Special Libraries 55(10): 671-680, December, 1964; Delbert F. Brown, "Special Library Organization," Special Libraries 27(4):99-101, April 1936; Eric Simons, "Organizing an Information Service," The Engineer, 156: 130-131+, August 11, 1933.

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